

HUMAN RESOURCES PROGRAM

The Human Resources Program has been developed by the Management Training Division, Office of Training, as a basic supervisory training program to assist members of the organization with management responsibilities to make the best and fullest use of the individuals under their supervision.

This program consists of four one hour group meetings for each particular group of supervisors, with preferably not more than eighteen in a group; a one-half hour interview with each supervisor; and a follow-up one hour meeting approximately every six weeks in the future.

It is proposed that the Human Resources Program be instituted Office by Office until complete coverage of the departmental staff of the organization has been achieved. All group meetings are conducted by a member of the staff of the Management Training Division but the program is intended to become integrated with the normal operations of each organizational unit in which it is established.

The program will not be commenced in any Office of the organization until an appreciation meeting of approximately one hour has been held with the top policy staff of that Office. It is essential that this program have the strong and intelligent endorsement of the Office Head and his staff before it is instituted in any Office in the organization.

Organization of the Human Resources Program

Group Meeting #1

Management in the Federal Service

1 hr.

Objectives, incentives, and measuring sticks in Government
Foreign affairs agencies; substantive vs. administrative functions
This organization.

Management: getting work done through people
the development of people
supervisory, administrative, and executive functions

Discussion of management problems from the experience of the group

Five functions of management

Five key principles of management

Assignments for $\frac{1}{2}$ hr. conferences and for next group meeting.

Individual Conferences $\frac{1}{2}$ hr. x the number of supervisors

A one-half hour individual conference with each supervisor is scheduled after the first group meeting. In preparation for this conference, the supervisor notes on a 3x5 card for each employee in his unit the following information: length of time in the organization, length of time in the unit, demonstrated strengths of this employee, apparent weaknesses of this employee, action taken by the supervisor during the past twelve months to assist this employee to achieve greater efficiency.

Group Meeting #2 Management Principles and Problems 1 hr.

Management problems noted to date

Five functions of management in review

Five key principles of management and their application here

The effective manager in Government

Assignment for the next meeting.

Group Meeting #3 Developing a Strong Team 1 hr.

Under what conditions do people do their best ? How do we get the best out of people ?

Discussion of the meaning of democratic administration

Judging the effectiveness of management

Assignment for the next meeting.

Group Meeting #4 An Action Program 1 hr.

Review

Concrete suggestions for improving management in the organization

Plan for the first follow-up meeting.

This compact program is designed to focus attention upon the human relations factors that are basic in effective management, and to serve as the foundation for other supervisory training programs that may be developed to meet specific needs.

The supervisor, the middle man in operations, is recognized to be the key man in management.

END

J.B.W.
11 May 53

HUMAN RESOURCES PROGRAMTen Titles

Chase, Stuart	THE PROPER STUDY OF MANKIND Harper	1948	(305)
Given, William B. Jr.	BOTTOM-UP MANAGEMENT Harper	1949	(171)
Given, William B. Jr.	REACHING OUT IN MANAGEMENT Harper	1953	(175)
Glover, John D. and Hower, Ralph M.	THE ADMINISTRATOR: Cases on Human Relations in Business Richard D. Irwin Inc.	1952	(716)
Halsey, George D.	SUPERVISING PEOPLE Harper	1946	(225)
Learned, Edmund P. and Ulrich and Booz	EXECUTIVE ACTION Harvard Business School	1951	(212)
McCormick, Charles P.	THE POWER OF PEOPLE Harper	1949	(131)
Pfiffner, John M.	THE SUPERVISION OF PERSONNEL Human Relations in the Management of Man Prentice-Hall	1951	(140)
Simon, Herbert A. and Smithburg and Thompson	PUBLIC ADMINISTRATION Knopf	1950	(582)
Uris, Auren and Shapen, Betty	WORKING WITH PEOPLE Macmillan	1949	(311)

D.E.K. - J.B.W.
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